



The Retention Solution

Creating an Exceptional Employee Experience

ACEC Private Sector Committee

By Paul Weisman, SMART Conversations®



**Change is hardest at the
beginning, messiest in the
middle and best at the end.**

- Robin S. Sharma

Workshop Goal

To increase retention by creating an Exceptional Employee Experience.

Learning Objectives

1. List the Key Elements of an EEE
2. Explain why it is important to your organization
3. Describe how you will apply the Key Elements back at the office.
4. Describe your Action Plan

The high cost of employee turnover

The total cost of losing an employee can total



1.5X – 3X annual salary

That includes:



Cost of hiring
A new
employee



Customer
service issue
and errors



Impact on
workplace
culture



Lost
productivity and
engagement



Expense to
onboard and train
new employee

Source: www.company.com

Connect first

Introduce yourselves to your colleagues (your name/role & firm)

With the firm where you spent the better part of your career in mind, other than technical work, what kept you there?



Key Elements of an Exceptional Employee Experience

Reasons employees stay



Meaningful
Work



Positive Work
Environment



Trust in
Leadership



Supportive
Management



Growth
Opportunity



Health &
Wellbeing

It's all about "Psychological Safety," Communication and Collaboration

Source: Deloitte Consulting LLP



“

Psychological safety is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes.

Amy Edmondson
Harvard Business School

The Employee Life Cycle – Opportunities to reinforce an EEE



How do you foster Psychological Safety?

It's an “**inside out**” job and a new way of looking at things
It's a **mindset of positivity... SMART Conversations®**

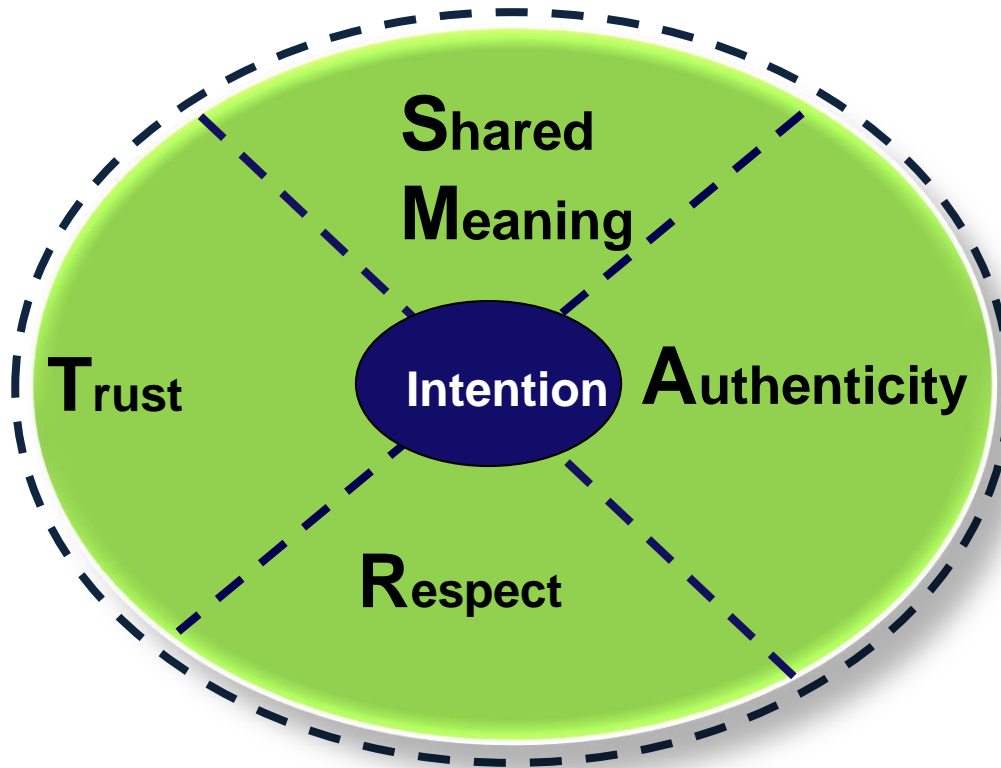
Requires a new skillset and a willingness to...

- ✓ Give the benefit of the doubt
- ✓ Suspend judgment
- ✓ Demonstrate empathy
- ✓ Listen at a deep level & to different perspectives
- ✓ Let go of being 'right'
- ✓ Encourage full participation
- ✓ Ask open-ended questions



What are SMART Conversations®?

Conversations characterized by...



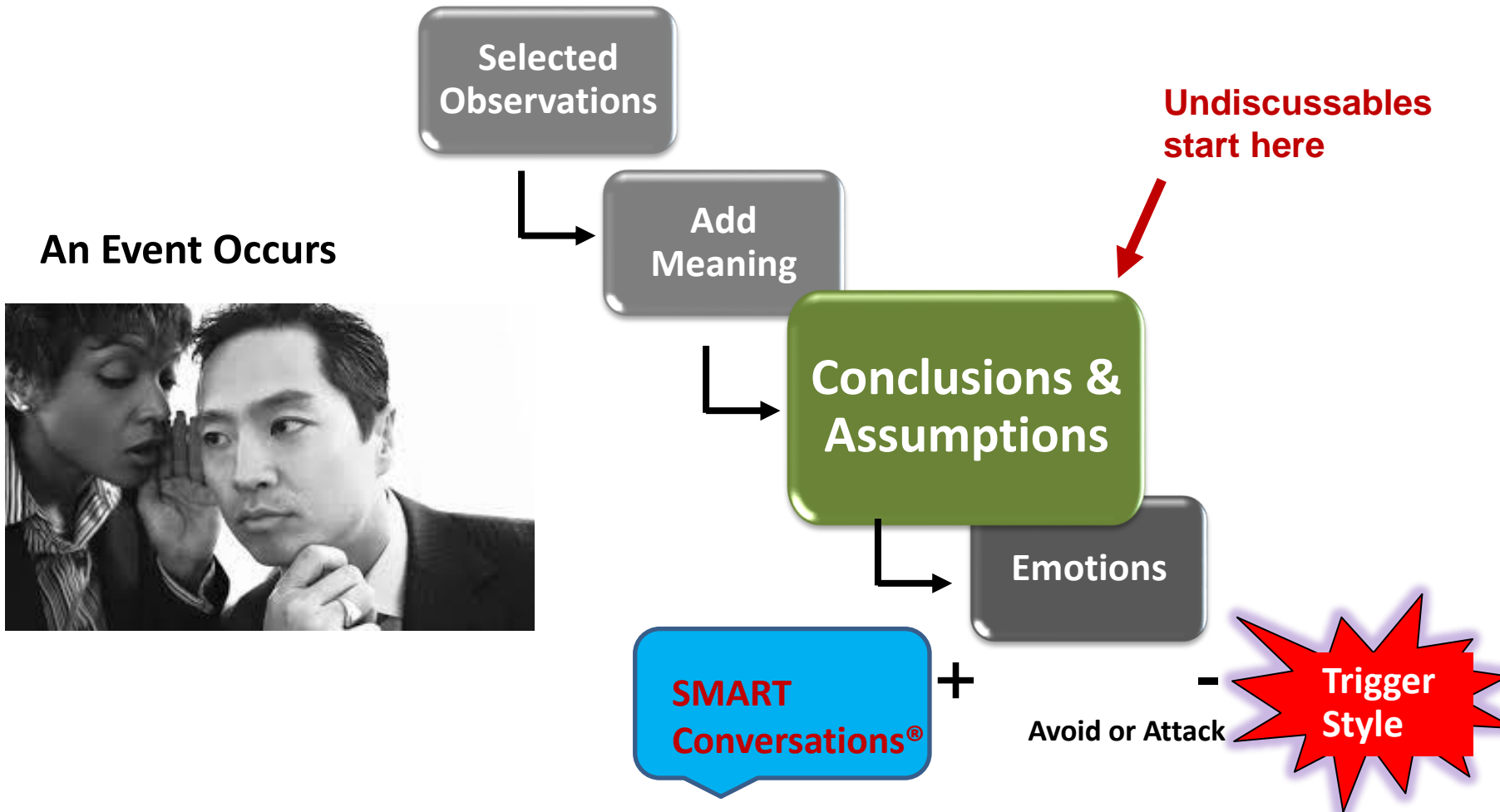
Avoid (Trigger Style) ← **SMART Conversations®** (Practice) → **Attack** (Trigger Style)

SMART Conversations®

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The Belief Map

How beliefs are formed and expressed



Surfacing Undiscussables



Surfacing Undiscussables

Let's have a SMART Conversation...

The infrastructure bill has passed, and you are already concerned about retention. Now, you have to ensure your employees stay and work more efficiently and effectively than ever before.

Based on what we covered today...

- Share your Best Practices to date for creating an Exceptional Employee Experience.
- What Best Practices will you 1) start, 2) stop and 3) continue? Be specific.

Building Your Exceptional Employee Experience

Action Plan

- Individually, take up to 2 minutes to create your Action Plan.
 - Write down what will you commit to in the spirit of creating an Exceptional Employee Experience ? What are the specific actions you will take?
- Together, share your top commitments and tell us why you chose them.

Train people well enough
so they **can leave**,
treat them well enough
so they **don't want to**.

– *Richard Branson*



Next Steps

Need a sounding board to talk about creating Exceptional Employee Experiences?

- Email us: paul@smart-conversations.com
- Book a call at: <https://calendly.com/pweisman>
- Check out the MA Workforce Training Fund – we are approved:
 - ✓ 100% grant reimbursement – 100 or fewer MA-based employees
 - ✓ 50% grant reimbursement – 101 + MA-based employees
 - ✓ <https://workforcetrainingfund.org/programs/express-program-guidelines/>